



SUNDAYS RIVER VALLEY MUNICIPALITY

ANNUAL PERFORMANCE REPORT

2014/15

KPA: Basic Service Delivery and Infrastructure Development

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
Ensure access and a continuous supply of good quality water and sanitation to each user by 2017.	% progress in Implementation – (Caesers Dam Project)	project was at 100% practical construction by year end	Target changed (Site establishment of contractor)	By the end of the second quarter - We are awaiting the outcome of the recon exercise by Department of Water Affairs as this affects the amount to be allocated under the variation order. Contractor has been on site and progress is at 85%.	Project file and payment certificates.	Delay in the recon exercise.	Project is controlled by an external party and not the Municipality
	% progress in Implementation – (Market street intervention)	New Project		<u>Market street intervention/project</u> Procurement has been completed. Emergency procurement by Amatola expedited the process. The entire project has been completed.	Completion certificate / close out report	N/A	N/A
	% availability of water services to the consumer	New Project	80%	The target has not been achieved. The percentage availability of water is 80% to consumers in the Valley as a whole.	Orders from the LSRWUA 2. Amatola Report on Kirkwood Bulk Water Supply	Challenges still persist in Mabida, Aqua Park and Bergsig due to the pending augmentation of the Kirkwood Water Treatment Works.	augmentation of the Kirkwood Water Treatment Works
	Improvement in Green Drop score		46%	The annual date has not been set for the review and assessment of the green and blue drop score as such	Letter from Provincial Government exempting Municipalities from	There is a letter exempting all municipalities from undertaking the assessment for the green and blue drop.	N/A
	Compilation of the blue drop register		50%				

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				these have not occurred.	undertaking assessments.	This is submitted as MOV	
	% reduction in water losses	EPWP funding used up in February. No more work could be done, however SRVM has successfully resubmitted the ACIP business plan to DWA to address the water conservation and demand management	Project has been changed.	Project still on track, with all zonal valves installed, installation of zone meters is still underway, project to be completed by the 31st of March 2015. Zone meters are all installed and phase 2 is underway.	Presentation by John Skinner and engineers.	N/A	N/A
	% reduction in reticulation water losses (Moses Mabida, Aqua Park, Msengeni and Kirkwod Town)	New KPI	30%	The target was achieved. The percentage reduction is above 30%	service provider reports (John Skinner report	N/A	N/A
Increase control of storm water run off	Decrease in the number of flooding incidents in road reservoir	The area of Valencia which is affected the most by flooding will benefit from the MIG/Valencia Roads and	N/A – original target and KPI was amended.	No flooding and disaster incidents were recorded in the second quarter. No flooding incidents recorded by the end of the second quarter. Valencia project reported under roads and storm-water.	N/A	N/A	N/A

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		storm water project - which is awarded on the 3rd week of June (19 Million rand project).					
Upgrade electricity network for future development	Response time at fixing non-functional lighting & electricity supply	More than four (4) reports have been submitted to the Standing committee and they are available for inspection. Response time has been hampered, due to the non-availability of municipal stalls.	N/A as the target and the KPI were amended.	The tender to purchase replacement tools will be out in the 3rd quarter as this fell under the insurance issue.	Specifications and TORs.	There were fires to the Municipality's buildings which destroyed the tools to fix electrical and related complaints.	Purchasing of stalls and other tools.
	Turn-around time in repairing non-functional area lights	New KPI	5 days	The target has not been achieved. Turn-around time is approximately 14 days.	Works orders	There is no equipment to address the complaints	Annual contracts
	Number of new high mast lights constructed and reduced electrification	Cebisa Tshezi was appointed to do designs of the 19 high mast lights to be constructed in 2014/15	Annual target changed.	R400 000 has been allocated for the fourth quarter of this financial year, so that we commence construction of two high mast lights within this financial period.	Designs and design report.	The Municipality targeted to install two, after additional funding was received then the target was increased as well (14 more). Two could be done and completed but because	Project is now a multi-year project. New targets have been set.

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		Designs for high mast lights were completed.		The project is now a multi-year project.		we have additional funding and also an increase on the funds the progress has been delayed.	
	number of high mast lights installed	Target and KPI introduced after the second quarter.	2 high-mast lighted installed	Target not been achieved.	Appointment letter Vokon for the construction of high-mast lights.		
	% compliance with NERSA assessment (D-form)	New KPI	70% compliance	Target met.	D-form	N/A	N/A
	% electricity ring-fenced for maintenance	New KPI	6% ring-fenced	The target has not been achieved. NO ring-fencing has taken place, but a vote has been created.	Budget allocation for the department. Opex budget for Technical Services.	Budget constraints.	There is a need for intervention to ring-fence funds in the coming financial period.
SRVM Community has access to good quality roads built according to applicable standards	Decrease in number of patch potholes	By June 4 reports were submitted to the Roads Forum. Number of potholes has been captured in Kirkwood (area specificity), all potholes have been fixed	KPI and target were removed after the second quarter	Due to the cash flow problems the funding of the repairs and maintenance programme has been severely constrained, with the unfortunate incidents of the 23rd of Sept leaving the dpt with no tools to implement the programme.	Report to EXCO – private intervention to fix potholes.	N/A	N/A
	number of kms of existing road	New KPI	0.8kms	The target has not been achieved. The delay is due to storm-water and	Payment certificates and minutes of	The delay is due to storm-water and sewerage problems in	A new a storm-water diversion to move water away

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
	upgraded to surfaced standards			sewerage problems in Billet street which the allowed the contractor to create a new a storm-water diversion to move water away from Billet street to allow the project to continue. They are now at 65%.	project meetings.	Billet street which the allowed the contractor to create a new a storm-water diversion to move water away from Billet street to allow the project to continue.	from Billet street to allow the project to continue.
	Increase in the number of kms of storm-water pipelines to control storm-water run off	By June we had upgraded 1.1km of road. Progress reports are available as evidence.	5kms	The target is not achieved. Only 4.2km was achieved due to the same problem in Billet street.			
	Number of kms of gravel road dry-bladed	New KPI	120 kms	The target has not been achieved; only 55 kms of gravel roads were dry-bladed.	Reports to roads forum meeting.	Only 1 grader was allocated by DRE hence the target was not achieved.	The municipality needs to purchase its own plant to increase service delivery.
Ensure the availability of land as well as the sustainable utilization thereof for household and economic development initiatives within the principles of spatial planning and land use management	Increased hectares available for human settlement	New KPI	Target and KPI were removed after the second quarter	Negotiations are still under way, with one meeting in the quarter. Resolutions as follows 1. A joint valuation to be conducted by Habata and dpt of Human Settlements so as to come to a joint value of the property. 2. Habata to provide reasoning behind the proposed selling price	Minutes of meetings	Willing seller and willing buyer principle has delayed, as the seller is not willing to settle for the price from the Department.	Escalate the matter to the Minister.
	Number of development opportunities	New KPI	Target and KPI were removed	Three development proposals were submitted and	Development proposals and council	N/A	N/A

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
	created from municipal owned land		after the second quarter	approved by Council with over 40 building plans and proposals submitted relating to commercial ventures.	minutes, building plans and zoning rooster		
To ensure that the poor households access free basic services and that each household has access to a set of basic household services	# of households with basic level of electricity	New KPI	55 households	The target was achieved. A total of 55 households were granted access to basic electricity	Physical verification is needed.	N/A	N/A
Effective Town Planning administration within SRVM jurisdiction	Timeous approval of building plans	Building plans are processed within 10 weeks.	Within 10 weeks	We are still within ten weeks of approval	Council reports (council resolution numbers) and standing committee reports as well as building plans register.	N/A	N/A
MIG Funding is expended in the applicable financial year	% of MIG funding spent	New KPI	100%	100% target achieved. The 100% expenditure is of the DORA allocation of 24 million, the additional 10 million can exceed the 30 June timeline	MIG POPs	Additional funding received as a result of praiseworthy spending.	N/A
To facilitate employment creation	Number of jobs created through municipality's LED initiatives including planning	406		50 fulltime equivalent jobs 1782 job opportunities (capital projects)	MIG POPs;	N/A	N/A
Continuously ensure good customer care	% of captured complaints resolved	New KPI	80% of all complaints	The target has been achieved and works-	Works orders.	N/A	N/A

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
for SRVM's stakeholders			captured resolved	orders are available as MOV.			
To ensure all findings by the Auditors are addressed	number of repeat findings	New KPI	Nil	There were 4 repeat findings, one was addressed. The three remaining require funding.	Reports from IA	Lack of funding	Department has written MEC for roads and infrastructure. This was to address the Roads Master Plan.
	number of matters of emphasis reduced	New KPI	Nil	The target has not been achieved however it has been escalated and Council has approved the headhunting of suitable candidates			The appointment of people into the positions they are acting in is recommended as this will decrease over time and acting allowances.
	% progress on audit action plan	Appointed Solvexa to address the issues of unbundling of Assets, asset verification including infrastructure assets. Additional funding needed to update the roads management plan Assets were unbundled, verified and	100% progress	The target has not been achieved but progress is made.			

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
		asset register updated.					
Elimination of fruitless and wasteful, unauthorized and irregular expenditure	% compliance (especially fruitless and wasteful expenditure as well as unauthorised and self-inflicted causes of deviations)	New KPI	100% compliance	The target has not been achieved. Annual contracts will be in effect from the first quarter.	Reports from IA and finance (section 52d)	Absence of a stores	Urgent need for a stores or annual contracts.

KPA: Community and Social Services

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Number of clean up campaigns conducted	4	Four (4) clean-up campaign	5 clean-up campaigns occurred in the year.	Reports; Photos; Minutes of meetings.	N/A	N/A
To ensure provision of water quality monitoring and food control	number of water samples tested	167 samples	144 water samples tested	A total of 126 water samples were taken.	EWQMS reports and reports to standing committee	Kleinpoort and mabida remain critical areas regarding water availability for testing.	Matter elevated to the Office of the Municipal Manager as well as the provincial department concerned.
	Number of formal food selling premises inspected	New KPI and target introduced after the second quarter	40 food selling premises inspected	35 premises were inspected from the second quarter.	Inspection sheets, COAs and reports to standing committee.	Some of the premises to be inspected are very far and time consuming and in the last half of the year we were establishing a baseline.	A car dedicated to this and other related activities is needed.
To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	# of fire awareness campaigns conducted	12	12	6 fire awareness campaigns occurred.	Letters from the various schools where campaigns were held.	Lack of materials and funding for this activity.	Assistance from the District Municipality is needed.
	# of fire hydrants inspected	113	100	159 fire hydrants inspected	Register	N/A	N/A
	Number of premises monitored for fire safety compliance	121	100	94 premises monitored/inspected for fire safety compliance	Register and reports.	Unavailability of uniform for fire fighters to conduct their inspection, as well as the car being	Timeous purchase of necessary equipment.

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
						unavailable at times of inspection.	
	existence and effectiveness of disaster management	KPI was removed	Quarterly DMF meeting	A meeting was held with SBDM on the Paterson Integrated Emergency Centre in December 2014	Minutes of meeting	N/A	N/A
	% resolutions implemented by DMF	New KPI	100% of resolutions implemented/or otherwise escalated	The resolution of organizing a workshop on the Roles and Responsibilities on Disaster Management was postponed due to unavailability of Councillors because of clash of events and activities	Attendance register	workshop on the Roles and Responsibilities on Disaster Management was postponed due to unavailability of Councillors because of clash of events and activities	Workshop was held but this fell outside of the fourth quarter cut-off date.
	% progress in DMP review	New KPI	DMP submitted for Council adoption	This project will be implemented by SBDM in the 2015/16 financial year and will be preceded by the Review of the Disaster Risk Assessment that will inform the Review of the Disaster Management Plan			
To ensure provision of traffic services including improved revenue enhancement	% improvement in traffic revenue	The total revenue collected at Traffic Services in the last financial year (2012/13) was R3 038 291.00 and for this financial year (2013/14) total collected revenue	10% improvement from the baseline (previous years' total collection)	The Traffic Fines Collecting Company (TCS) terminated the contract with SRVM	Section 52d report	The Traffic Fines Collecting Company (TCS) terminated the contract with SRVM	In the new financial year (2015/16) the Department will explore other alternatives.

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
		equals to R4 404 498.74					
	% of traffic fines debt collection	New KPI	25% collected of old traffic fines debt as at 1 July 2014)	The Traffic Fines Collecting Company (TCS) terminated the contract with SRVM as such the target was not met.	Section 52d report	The Traffic Fines Collecting Company (TCS) terminated the contract with SRVM	The in-house proposal of debt collection is ready and was referred to Management by EXCO
	Number of traffic campaigns conducted with schools and similar institutions	21	12 traffic campaigns	24 campaigns conducted	Pictures; Registers and reports	N/A	N/A
	% progress in the renovations of the roadworthy test centre	New KPI	Completed renovations of the roadworthy test centre (100%)	Quotes for the renovations were sought (advert is available), a contractor has been appointed (appointment letter is available), the contractor is on site (see POE).	Advert and appointment letter of the contractor.	Slow pace of the SCM processes, also the initial contractor terminated the contract and a new one had to be sought.	Project will be finished in the first quarter of the 2015/16 financial period.
Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities.	% progress in upgrading of sport fields	Completion of phase 2 and 1.	100% completion of phase 3)	No upgrade in the year. Designs and advertising for all sport-fields were concluded, all SCM processes completed for phase 3.	Appointment letters	MIG allocation did not allow for the project to start at the beginning of the year.	Increase in the allocation is needed.
	Number of cemeteries cleaned and maintained	9 cemeteries cleaned for the year.	6 cemeteries cleaned	8 cemeteries were cleaned for the year	reports to standing committee and photos,	N/A	N/A

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
	% progress on the procurement of the Burial register	New KPI	100% completion in procurement of burial register	This project could not be accommodated during the adjustment budget and would only be considered in the 2016/17 financial budget.	No evidence	Lack of funds.	To lobby for funds from the Finance Department.
Enhance access to information services and knowledge resources for the public through provision of libraries and information resources	Progress in project implementation	Tender advertised on the 27 of June 2014.	50% progress in renovations of the Moses Mabhida Library	Allocation made by DSRAC, as well as the SCM processes but for adjudication and evaluation committees Public Works is in control and these committees have not sat – this resulted in huge delays. The project was rolled-over from 2014/15 to 2015/16 financial year, year.	Tender advert; bilateral meeting between SRVM and DPW (attendance register); site briefing minutes	Adjudication and evaluation committees did not sit.	Project is implemented by the Department of Public Works, not the Municipality.
	# of library outreach programmes conducted	New KPI	4 library outreach programmes to be conducted	1. Promotion of reading & love of books 2. Inauguration of library committees by representatives of DSRAC This event took place on 28 May at Kirkwood library . 3. Friends of library fundraiser. 18 June 2015.	Photos and attendance	N/A	N/A
	# of sporting and recreational activities conducted	New KPI	4 sporting and recreational activities conducted	9 sporting and recreational activities conducted.	Letters; photos; attendance registers.	N/A	N/A

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
Resource mobilization	% progress on the Paterson integrated emergency centre	New KPI	Commitment letter stating the committed budgets and time frames	The budget for this project is R 5 million in the 2014/15 and 2015/16 financial year and a detailed information will shortly be provided by SBDM	Letter showing commitment		
	% progress in the construction of the Multi-purpose Thusong centre	New KPI	Commitment letter stating the committed budgets and time frames	SRVM submitted all required documents to DoHS and also Council resolved on the matter (SRVM is waiting for DoHS feedback and progress)	Commitment letters; item to EXCO and Council.	N/A	N/A
	Monetary Value of resources generated from mobilization	New KPI	R500 000 generated from mobilization	R1, 6 million secured for Moses Mabhida Library and the project will be implemented in 2015/16 FY.	Budget from SBDM reflecting the amount for the library.	N/A	N/A

KPA: Institutional Transformation

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
To ensure that the municipality approves the organogram	% reduction in vacancy rate	New KPI	vacancy rate reduced to 15%	Vacancy rate is 28%. The total number of vacancies is 73, the total number of posts in the structure is 253.	Report detailing out the vacancies on the organogram		
	% progress in the review of the organizational structure	New KPI	100% progress in the review of the organizational structure i.e. organizational structure submitted to Council	Consultation workshop was convened to discuss the organizational structure with Councillors and Management... This culminated into its approval by Special Council meeting convened on 28 May 2015	Council resolution	N/A	N/A
To ensure that the municipality has employment equity plan and that targets are met	% representation of women at middle management positions	New KPI	50% representation of women at middle management positions	There is 50% representation of women at middle management level; 8 women out of 16 managerial posts.	Appointment letters and report	N/A	N/A
	% progress in the development of the employment equity plan	New KPI	Reviewed equity plan submitted to Council for approval (100% progress).	Employment Equity Report was submitted to Dept Labour as compliance and not to Council	Equity plsn	Review of the equity plan not finished within the financial period	The review will be done in the 2015/16 financial period.
Capacity building and empowerment programmes to ensure skills enhancement of staff	% of employees trained	New KPI	20% of the total number of employees (200 total number of employees)	SCM training – 26 people. Pastel procurement training – 20 people. Traffic officers trainees – learnership – 5 people. Local government law	Attendance registers; report from the college.	N/A	N/A

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
				and public administration – 4councillors. CPMD – 5 people.			
	the percentage of a municipality's budget actually spent on implementing its workplace skills plan	Funds not declared and ring-fenced	100% expenditure	R450 000 was set aside, of which R75 000 was utilized.	Section 52 report	The amount for training is not ring-fenced and can be used for any other purpose that may arise.	Municipality to ring-fence a particular portion of the budget for training exclusively
To ensure effective public participation of ward committees	Number of ward meetings convened.	New KPI	2 cycles of ward committee meetings convened	In some quarters the ward committees did not sit due to financial and other constraints. After the second half of the year there has been a marked improvement.	Attendance registers and minutes of meetings	Financial constrains (stipend) and political instability.	Proper oversight mechanisms for this activity from both the administration and the political arm.
To promote sound labour relations environment	% of labour disputes resolved within bargaining council schedule	There was one outstanding case.	100% of all disputes resolved	All disputes of the Bargaining Council are regulated in terms of their schedule and therefore resolved within that framework... Therefore all disputes are resolved accordingly.	Bargaining council reports and outcomes. Reports to standing committee	N/A	N/A
Leave management & administration improved to comply with legislation	% age of leave applications processed on time (processing = authorization, capture and filing of leave)	New KPI	100% of all leave applications processed on time	Only Finance Dept that is outstanding.	Leave registers; reports from IA	One department has been slow in capturing.	Matter has been elevated.

Objective	KPI	Baseline Indicator	Annual Target	Actual performance as at 30 June 2015	Evidence	Reasons for underperformance	Corrective Measures
To have an effective ICT system	% development of ICT plan	New KPI	ICT plan submitted to council for adoption	Plan has not been submitted to Council.	No evidence	A lack of capacity to develop the plan exclusively without technical assistance.	The provincial department has been approached, and the meeting with the Province has been postponed, nonetheless it has agreed to assist.
	% progress in adoption of ICT disaster recovery plan	New KPI	ICT disaster recovery plan submitted to Council = 100%	Processes for the development of the ICT Disaster Recovery Plan have been done through SCM processes and finalised	Tender advert		

KPA: Local Economic Development

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual Target	Actual	Evidence	Reason for Under performance	Corrective measure
To strengthen the institutional capacity of SMMEs and Increase the number of viable emerging businesses	# of development initiatives conducted	6	4 initiatives conducted	14 initiatives conducted to develop/capacitate SMMEs.	Attendance registers; Minutes and reports.	N/A	N/A
To provide and invest in the economic infrastructure development in all wards by 2017	Areas supported through small town revitalization strategy	New KPI	Proposal done for the implementation of the plan	Proposal done for the implementation of the plan (small town revitalization).	Phase 1 business plan completed.	N/A	N/A
Development and review of LED strategy	LED strategy implementation plan developed and resourced	KPI and targets were modified after the second quarter.	N/A	Two LED projects funded by Sarah Baartman District Municipality namely, Kirkwood Youth Service and Lulutho Skills Transfer. Each project was funded R150 000.	Report detailing out funding from SBDM	N/A	N/A
	% progress of LED strategy review	New KPI and targets introduced after the second quarter.	LED strategy submitted for Council approval (100%)	Only parts of the strategy were reviewed as a result the whole strategy was not sent to council.	Report from ECSSEC	Lack of internal capacity to drive the review	Approach external actors for assistance in the review of the strategy.

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual Target	Actual	Evidence	Reason for Under performance	Corrective measure
To ensure LED fora are functional	Number and impact of various LED platforms	New KPI and targets but were removed after the second quarter	Quarterly meetings of the LED platforms	LED Task Team Meeting was held on 21 November 2014 to discuss the progress of Siyahluma Project in Addo. An updated LED situation analysis report was done by Local Government with the assistance of ECSSEC.	Report	Inconsistency in holding the meetings	LED forums were relaunched
Branding and marketing of the municipal area	Tourism strategy implementation plan developed	New KPI and target but were removed after the second quarter.	Branding and marketing initiatives undertaken.	Targets not met. The function is not that of the Municipality it is performed by the LTO.	N/A	N/A	N/A
Small town revitalization used for development	% expenditure on LED grant (small town revitalization)	New KPI and target introduced after the second quarter	100% expenditure on LED grant	The grant has been committed but not spent.	N/A	Delay in SCM processes.	R350k grant and nothing spent, project is awaiting adjudication process.
Effective and compliant grant spending	Increase in value of resource mobilized	New KPI introduced after the second quarter.	R2 000 000 mobilized through lobbying and other means	R10m additional MIG allocation R3,6 m from MISA R350k for small towns revitalization Ernst and Young awards for finance	Section 52 reports	N/A	N/A
Good Governance							
Continuously assist in Service Delivery initiatives	number of Council public participation programmes conducted	KPI and targets removed after the second quarter. Function moved to the Office of the Speaker.	2 programmes conducted	No Council programme was conducted except the MECs intervention to resolve community protest.	-	Political instability prevented the carrying out of this activity	After the second quarter, public participation was done through IDP and ward committee processes.

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual Target	Actual	Evidence	Reason for Under performance	Corrective measure
To ensure effective communication and enhanced municipal image	Number of internal and external publications and level of satisfaction with municipal service	KPI and target was removed after the second quarter	At least two publication and random satisfaction survey compiled by the end of the quarter	Three articles were uploaded in the Sarah Baartman news: 19th edition. Survey was not formally done other than to conclude that the protest action was a sign of dissatisfaction	Newspaper clips from Sarah Baartman news.	No dedicated communications Officer	Post has been advertised.
To improve effectiveness in municipal governance	Number of MPAC meetings held	Targets for the KPI were changed from the second quarter	4 quarterly meetings	4 meetings sat for the year.	Minutes and attendance registers	N/A	N/A
	Number of resolutions executed	New KPI and target introduced after the second quarter	All resolutions of EXCO executed as per EXCO minutes	All resolutions implemented and progress is given to through resolution register.	Resolution registers; Minutes of meetings (EXCO; Council and MPAC)	N/A	N/A
	Number of resolutions executed	New KPI and target introduced after the second quarter	All MPAC resolutions addressed	There were 18 recommendations in the 4th quarter and only two were not resolved: MPAC chairperson had to write a report to Council about Cllr Smith's conduct before the burning municipal offices and the MEC report which has not found expression in the MPAC agenda.		Implementation/execution of the resolution was in the control of MPAC	
	Number of resolutions executed	New KPI and target introduced after the second quarter	All resolutions of Council implemented	All resolutions were implemented please see the resolution registers.		N/A	N/A

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual Target	Actual	Evidence	Reason for Under performance	Corrective measure
Representation, participation and inclusion of the vulnerable groups in the municipal agenda, workforce and relevant decision making structures.	number of vulnerable group initiatives	New KPI	10 initiatives for vulnerable groups.	7 initiatives conducted for the year	Reports to standing committee; attendance registers.	Funding has been the biggest challenge.	Mobilization from external stakeholders, and the formation of partnerships is a way of satisfying the aims of the IDP objectives.
To establish a culture of good health standards for all the employees of SRVM	Plan supported by municipal management	New KPI	Implementation of the plan and 60% of programmes in it.	Performance is at 63.6% including programmes held in the first two quarters.	Attendance registers and reports.	N/A	N/A
To intensify HIV/AIDS awareness and education in SRVM	Plan approved by Council	New KPI	Implementation of the plan developed and 60% of programmes implemented	72,7% achieved including 2 from Q1 and 1 from Q2	HIV/AIDS plan, attendance registers and reports.	N/A	N/A
To optimise the annual review and development of IDP/Budget process for all	% progress of IDP review	KPI and targets were amended after the second quarter and moved from Corporate Directorate.	100% progress of IDP review	IDP and Budget approved on the 28 May 2015 and notice 14/2015 was advertised in the Herald and municipal offices. IDP/Budget consultations were done in all wards	Adverts; Minutes of meetings; council resolution	N/A	N/A
To ensure a fully functional Performance	# of signed performance agreements	KPI and target moved from Corporate Directorate	5 performance agreements signed	5 performance agreements were signed in the first quarter.	Signed performance plans	N/A	N/A

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual Target	Actual	Evidence	Reason for Under performance	Corrective measure
Management System	# of performance assessments conducted for all section 56 managers	New KPI and target introduced after the second quarter.	Assessments performed quarterly (3rd quarter by the MM and 4th by the panel).	Assessments done but not timeously	Register; Minutes of meetings and spreadsheet.	Lack of planning	Assessments to form part of the schedule of Council.
	Positive audit opinion Baseline: Disclaimer	New KPI and target introduced after the second quarter.	Portfolio of evidence files up-to-date and compliant	In the process of being audited internally	N/A	N/A	N/A

KPA: Financial Viability and Management

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual TARGET	ACTUAL PERFORMANCE	Evidence	Underperformance	Corrective Measure	ACTUAL PERFORMANCE
To produce financial reports that meet the requirements of National Treasury department	Timely and compliant reporting	New KPI	12 timely Section 71 report submitted within 10 days of each new month	Reports have been submitted on time where there were no system glitches. All section 71 reports available.	Section 71 reports;	NA	N/A	
	Timely submission of section 72 report	New KPI introduced after the second quarter	Section 72 report submitted before January 31	Section 72 was submitted on the 28 January 2015.	Council resolution	N/A	N/A	
	Timely submission of section 52d reports	New KPI introduced after the second quarter	4 timely section 52d reports submitted within 30 days of each new quarter	4 section 52d report are available.	Council resolution; Section 52d reports	N/A	N/A	
	Extent of compliance	New KPI introduced after the second quarter	100%	Debtors recons are not available; Bank recons are available; Salaries and creditors recons are available; grants and investments recons;	Recons;	We needed to start with data cleansing as the data was not credible.	Data cleansing is being performed, there is notable progress.	

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual TARGET	ACTUAL PERFORMANCE	Evidence	Underperformance	Corrective Measure	ACTUAL PERFORMANCE
	Extent of alignment (IDP & budget)	KPI and target introduced after the second quarter	100% alignment	IDP and BTO continue to work closely together to ensure alignment improves. No excesses in spending reported.	-	N/A	N/A	
To ensure debt is managed sustainably	% increase in revenue collected		25% increase from previous years' collected revenue	37% increase for the year from the previous year.	Statement of financial performance	N/A	N/A	
	Timely issuing of monthly customer accounts	All accounts are billed on time and issued on time.	Customer accounts issued within 10 working days of the new month	Billing is done on monthly basis and statements are issued. There were challenges with timeous billing for the first half of the year.	Billing reports;	There were challenges with timeous billing for the first half of the year.	Systems upgrade – data cleansing will assist.	
	% of statements issued	All accounts are billed on time and issued on time.	100% of statements issued	Customer accounts issued within 10 working days of the new month	-	There is still a problem with accuracy.	Installation of smart meters.	
To ensure a sustainable cash flow	Number of days creditors outstanding	No procurement plans in place, but the budget is monitored so as to spend according to it and only when we have funds. <u>(KPI changed from previous year)</u>	To 60 days	All creditors were paid within 30 days excluding Auditor General and Dept of Water Affairs.	Age analysis.	Long standing debt on the two creditors;	An arrangement is place.	
To ensure proper procurement of goods and services in	Timeframe from receipt of assets to updating on the register	KPI and target	Within 10 working days	Assets received before year end are captured on the additions for the year – this has	Additions on assets for the year	N/A	N/A	

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual TARGET	ACTUAL PERFORMANCE	Evidence	Underperformance	Corrective Measure	ACTUAL PERFORMANCE
terms of chapter 11 of MFMA				been implemented from February. In the first six months this was above 10 days.				
	No. of discrepancies	KPI and target introduced after the second quarter	Zero discrepancies	Currently, there are discrepancies by the end of the year. They are immaterial as the value is less than R1000.	Asset register	N/A	N/A	
	number of times reconciliations of movable assets is conducted	KPI and target introduced after the second quarter	4 quarterly reconciliations	At year-end there were two verification on Assets.	Verification printout	Capacity constraints. The Asset section was only established in February.	There is a dedicated team that deals with assets.	
	number of times verification (of immovable assets including infrastructure assets) is conducted	KPI and target introduced after the second quarter	1 annual verification of immovable assets	It was completed. Verification on infrastructure assets was completed.	Infrastructure asset register	N/A	N/A	
	number of times verification (of movable assets) is conducted	KPI and target introduced after the second quarter	4 quarterly verifications conducted	Two were completed	Verification printout	Capacity constraints. The Asset section was only established in February.	There is a dedicated team that deals with assets.	
	Quarterly updated supplier database	It is done on annual basis. The advert has been sent out for 2014/15 financial year and the Data base is updated as we	4 mandatory (quarterly) updates	After we have lost our documentation we then advertised to seek documents from suppliers. Update on the system is done on receipts of	Systems report on updates and database forms (as from February 2015)	N/A	N/A	

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual TARGET	ACTUAL PERFORMANCE	Evidence	Underperformance	Corrective Measure	ACTUAL PERFORMANCE
		receive the documents.		documentation. The supplier database is updated on an ad hoc basis. The system now generates automated supplier numbers and this will improve uniformity				
	% reduction in deviations	Controls have been put in place ,workshop on the SCM will be conducted to reduce the deviations as of now there is no reduction (KPI and target modified after 2 nd quarter)	Deviations constitute not more than 20% of all transactions from 01 January 2015	The target has been met.	Transaction listing vs deviation for the year.			
	Timely procurement of goods and services	No plans in place and late submission of requests are delaying the process.	KPI and target removed after the second quarter	There was no improvement by the second quarter since we did not have offices, and somethings were procured on an ad-hoc basis to address the situation.		Fire to Municipal buildings and non-adherence to procurement plans.	Stricter enforcement of procurement plans.	
	Frequently updated contracts register	Contracts register in place. Outstanding work done to develop the register from scratch.	Monthly updated contracts register	Contracts register is updated monthly	Contracts register	N/A	N/A	

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual TARGET	ACTUAL PERFORMANCE	Evidence	Underperformance	Corrective Measure	ACTUAL PERFORMANCE
	% expenditure on each conditional grant against allocation	KPI and target introduced after the second quarter	Between 95% and 100%	We have spent 91% of the FMG Grant as at 30 June 2015.	Rollover application	Non appointment of interns and invoices received late.		
	% margin of error (actuals, budgets & variances)	KPI and target introduced after the second quarter	Margin of error less than 5%	Capture errors and system linkage continue to affect the credibility of information. But improvements are expected with the 2015 reimplementation.	Comparison statement in AFS			
	% age excess of budgeted	KPI and target introduced after the second quarter	Less than 5%	As at June 2015 there is a surplus of R8 million vs the budgeted 6.1 million surplus. This excludes non-cash items as not yet passed through the system and figure will change as we produce AFS	AFS	Lack of procurement plans and ad-hoc buying.	Development of procurement plans.	
	Number of policies reviewed	KPI and target introduced after the second quarter	All finance related policies reviewed annually	Asset, Indigent and rates policies have been reviewed.	Policies	N/A	N/A	
	% Irregular expenditure reduced	KPI and target introduced after the second quarter	Irregular expenditure reduced by 80% relative to the previous year	Target not met. It is currently at R16 million but will adjust as the AFS preparation are underway				

OBJECTIVE	KEY PERFORMANCE INDICATOR	Baseline	Annual TARGET	ACTUAL PERFORMANCE	Evidence	Underperformance	Corrective Measure	ACTUAL PERFORMANCE
	Timely submission of annual and midyear budget	KPI and target introduced after the second quarter	Annual budget submitted.	The budget for 2016 was submitted on time- 28 May 2015	Council resolution	N/A	N/A	
	fruitless, wasteful and unauthorized expenditure reduced	KPI and target introduced after the second quarter	Reduced to zero	Not achieved.		Lack of procurement plans resulted in unauthorized, cash-flow problems resulted in fruitless and wasteful expenditure, the burning of the building contributed to irregular expenditure and non-adherence to SCM policies.	Procurement plans are being developed.	
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